

Elaine Clough MSc BSc BA

Profile

Key Skills and Attributes

Coaching and Executive Mentoring
Change Management and supporting transitions
Equity, Diversity, and Inclusion
Systemic Change Management
Strategy & Policy Development
Management and Leadership
Action Learning Facilitation
Assessment & Development Centre Design
Workshop Facilitation

Professional Qualifications and Membership

Heartstyles Psychometric Practitioner
MiRO Practitioner Accreditation
Insights Discovery Practitioner Accreditation
Talent Q (Assessing Talent in Organisations and Assessing Ability in Organisations)
Level 7 Diploma in Coaching and Executive Mentoring
Myers Briggs Type Indicator
Masters (MSc) Human Resource Development
Graduate Diploma in Training Management
PG Cert in Education
BSc Business Studies
BA Law

Career Summary

Executive Director (HR & OD), University College Birmingham **February '20-
July '20**

Leading organisational change and organisational development. Leading the development, monitoring and delivery of the University's Human Resources Strategy in support of the Corporate Plan. Through the HR team provide consistent expert advice to the Executive Management Team, governors, and staff across a broad HR remit, including employment law and HR policies and procedures.

Head of Development & Performance, West Midlands Police **July '17-
February '20**

Led the design and delivery of force wide leadership capability, talent management strategy, performance management, embedding coaching culture and driving an inclusive culture through positive action and OD interventions

- Successful delivery to top 150 leaders
- Delivery of middle management programme
- 7 cohorts of management programme delivered with 82% satisfaction rating
- Increase in accredited coaching capability amongst leaders from 5 - 47

- Delivery of successful positive action programme to increase diverse representation in leadership across the force. Programme received Chief Constables Award for driving culture change and diversity in force.

Skills

- Strategy Development
- Design of Organisation Development interventions
- Coaching and Mentoring
- Organisation Design and Development
- Programme design and delivery
- Negotiating and Influencing

Senior Lecturer, University of Birmingham

July '15-July 17

Lecturer on a national post graduate leadership programme for senior health service practitioners and clinicians working in the National Health Service. Programme included facilitation of residential events, 360-degree feedback, 1:1 and group coaching and cohort tutorials, assignment marking and final dissertation supervision.

- 90% student success rate in achievement of master's degrees in healthcare leadership

Organisation Development Consultant, University of Birmingham **July '13-June '15**

Strategic Business Partner for Academic Schools, leading organisational strategy, change management, cultural transitions and increasing leadership capability

- Delivery of 4 cohorts of senior leadership development for academic and professional staff achieving 96% positive evaluation
- Successful achievement of Athena Swan accreditation (Silver)
- Increased coaching and mentoring opportunities for post-doctoral researchers and senior professional services staff

Successful launch of career development programme for women to augment HE Aurora

Skills

- Coaching and mentoring
- Appreciative Enquiry
- Facilitation, design, and delivery
- Consulting to
- Critical Reflection
- Organisation Design
- Programme Design

Head of Training and Development, Kettering General Hospital FT **July' 10-June '13**

Strategic lead for the Trust on core HR policies, Learning and Development, Care Quality Commission, National Health Service Resolution (formerly NHSLA) and Leadership Development

- Design and delivery of senior leadership programme for clinicians and managers
- Embedding coaching and mentoring culture within the trust
- Increasing appraisal completion from 55% to 95%
- Achieving regional award for Equality and Diversity action planning in the NHS

Skills

- Leadership Development
- Strategy Development
- Coaching and Mentoring
- Action Learning
- Culture Change

Independent OD Consultant

2007 - 2011

Working with a range of public sector and not for profit organisations, facilitating a range of organisation development and people development interventions. Examples include the NHS, Police Services, Local Government (Metropolitan, County and District authorities) and Broadcasting

Skills

- Change management
- Organisation Development
- Assessment and Development Centre Design to support positive action initiatives & executive recruitment
- Executive Management Coaching
- Leadership and management development design

Fellow in Leadership & MD, Office for Public Management

Oct '03-June '06

National public sector consultancy designing bespoke organisational development and change interventions. Example organisations include BBC, NHS, Office of the Deputy Prime Minister, Crown Prosecution Service, Police Services, and local government.

Skills

- Organisation Development
- Leadership and Management Development
- Coaching and Mentoring
- Assessment and Development Centre Design
- Appreciative Enquiry
- System Design & Policy Development
- Equity and Inclusion

Independent OD Consultant

1998 - 2003

Working in collaboration with a range of public sector and not for profit organisations in the UK, Europe and Internationally to deliver organisational development and systemic change and cultural transition management. Example organisations include: United Nations Italy (ILO), Department for International Development (DFID) South Africa, Birmingham City Council, Arts Council England, NHS, LB Brent and Local Government Management Board.

Skills

- Organisation Development
- Culture Change
- Affirmative Action

- Change and Transition Management
- Appreciative Enquiry
- Leadership Development
- Group facilitation
- Coaching and Mentoring